

**141 ProHealth Waukesha Memorial Hospital**  
725 American Avenue  
Waukesha, WI 53188  
262-928-1000

Fiscal Year: 10/01 to 09/30  
Type: GMS  
General Medical & Surgical

County: Waukesha  
Analysis Area: Southeastern (2A)  
Volume Group: 7

Control:

|                                               |         | All GMS Hospitals |       | Analysis Area<br>2A |       | Volume Group<br>7 |       | FY 2024 vs. 2023 |       |
|-----------------------------------------------|---------|-------------------|-------|---------------------|-------|-------------------|-------|------------------|-------|
| Selected Utilization Statistics               |         | Value             | Ratio | Value               | Ratio | Value             | Ratio | FY 2023          | Ratio |
| <b>Occupancy Rate (%)</b>                     |         |                   |       |                     |       |                   |       |                  |       |
| Adult Medical-Surgical                        | 77.2%   | 63.0%             | 1.23  | 67.1%               | 1.15  | 79.3%             | 0.97  | 72.2%            | 1.07  |
| Obstetrics                                    | 55.7%   | 40.9%             | 1.36  | 41.8%               | 0.43  | 49.7%             | 1.12  | 61.4%            | 0.91  |
| Pediatrics                                    | 0.0%    | 77.7%             | N/A   | 0.0%                | N/A   | 66.8%             | N/A   | 0.0%             | N/A   |
| Total Hospital                                | 64.4%   | 63.6%             | 1.01  | 64.2%               | 1.00  | 72.9%             | 0.88  | 62.2%            | 1.03  |
| <b>Average Census (Patients)</b>              |         |                   |       |                     |       |                   |       |                  |       |
| Adult Medical-Surgical                        | 71.8    | 25.0              | 2.87  | 24.5                | 2.93  | 93.2              | 0.77  | 67.2             | 1.07  |
| Obstetrics                                    | 17.8    | 5.2               | 3.42  | 5.1                 | 3.52  | 13.0              | 1.37  | 17.8             | 1.00  |
| Pediatrics                                    | 0.0     | 3.9               | N/A   | 0.0                 | N/A   | 6.0               | N/A   | 0.0              | N/A   |
| Total Hospital                                | 170.7   | 46.9              | 3.64  | 44.3                | 3.85  | 188.5             | 0.91  | 160.6            | 1.06  |
| <b>Average Length of Stay (Days)</b>          |         |                   |       |                     |       |                   |       |                  |       |
| Adult Medical-Surgical                        | 4.9     | 4.3               | 1.13  | 4.2                 | 1.17  | 4.7               | 1.05  | 5.1              | 0.96  |
| Obstetrics                                    | 2.1     | 2.4               | 0.88  | 2.3                 | 0.92  | 2.5               | 0.85  | 2.2              | 0.98  |
| Pediatrics                                    | 0.0     | 3.9               | N/A   | 0.0                 | N/A   | 4.3               | N/A   | 0.0              | N/A   |
| Total Hospital                                | 4.8     | 4.8               | 1.00  | 4.4                 | 1.10  | 5.2               | 0.93  | 4.7              | 1.02  |
| <b>Surgical Operations</b>                    |         |                   |       |                     |       |                   |       |                  |       |
| Inpatient                                     | 2,819   | 1,014             | 2.78  | 1,039               | 2.71  | 3,636             | 0.78  | 2,300            | 1.23  |
| Outpatient                                    | 5,067   | 4,465             | 1.13  | 4,179               | 1.21  | 11,900            | 0.43  | 4,916            | 1.03  |
| Inpatient as % of All Surgeries               | 35.7%   | 18.5%             | 1.93  | 19.9%               | 1.80  | 23.4%             | 1.53  | 31.9%            | 1.12  |
| <b>Outpatient Visits</b>                      |         |                   |       |                     |       |                   |       |                  |       |
| Non-Emergency Visits                          | 371,121 | 139,692           | 2.66  | 122,527             | 3.03  | 398,884           | 0.93  | 301,496          | 1.23  |
| Emergency Visits                              | 37,445  | 17,650            | 2.12  | 19,187              | 1.95  | 41,840            | 0.89  | 49,608           | 0.75  |
| <b>Full-Time Equivalents (FTEs)</b>           |         |                   |       |                     |       |                   |       |                  |       |
| Administrators                                | 0.0     | 4.3               | N/A   | 2.4                 | N/A   | 12.4              | N/A   | 14.5             | 0.00  |
| Nurses, Licensed                              | 434.7   | 232.9             | 1.87  | 196.3               | 2.21  | 803.2             | 0.54  | 489.8            | 0.89  |
| Ancillary Nursing Personnel                   | 109.0   | 38.9              | 2.80  | 42.3                | 2.58  | 139.1             | 0.78  | 107.2            | 1.02  |
| All Other Personnel                           | 723.6   | 451.0             | 1.60  | 342.1               | 2.12  | 1,510.6           | 0.48  | 871.1            | 0.83  |
| Total FTEs                                    | 1,267.3 | 727.1             | 1.74  | 583.0               | 2.17  | 2,465.3           | 0.51  | 1,482.6          | 0.85  |
| <b>FTEs per 100 Patient Census (Adjusted)</b> |         |                   |       |                     |       |                   |       |                  |       |
| Administrators                                | 0.0     | 3.0               | N/A   | 1.7                 | N/A   | 2.5               | N/A   | 3.0              | 0.00  |
| Nurses, Licensed                              | 103.4   | 160.0             | 0.65  | 137.5               | 0.75  | 159.6             | 0.65  | 101.6            | 1.02  |
| Ancillary Nursing Personnel                   | 25.9    | 26.7              | 0.97  | 29.6                | 0.88  | 27.6              | 0.94  | 22.2             | 1.17  |
| All Other Personnel                           | 172.0   | 309.9             | 0.56  | 239.6               | 0.72  | 300.2             | 0.57  | 180.7            | 0.95  |
| Total FTEs                                    | 301.3   | 499.6             | 0.60  | 408.4               | 0.74  | 489.9             | 0.62  | 307.5            | 0.98  |

**Total Hospital:**

Beds Set Up & Staffed 265  
Discharges 12,935  
Inpatient Days 62,471

**Contract with:**

Health Maintenance  
Organization (HMO) Yes  
Preferred Provider  
Organization (PPO) Yes

**Medicare-certified Swing Beds:**

Average Beds Used 0  
Discharges 0  
Inpatient Days 0

**Newborn Nursery:**

Bassinets 19  
Total Births 1,583  
Newborn Days 2,426

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| Inpatient Service Area                | Level of Service* | Beds Set Up & Staffed<br>09/30/2024 | Discharges & Transfers** | Patient Days of Care | Occupancy Rate (%) | Average Census (Patients) | Average Length of Stay (Days) |
|---------------------------------------|-------------------|-------------------------------------|--------------------------|----------------------|--------------------|---------------------------|-------------------------------|
| <b>General Medical-Surgical</b>       |                   |                                     |                          |                      |                    |                           |                               |
| Adult Medical-Surgical, Acute         | H                 | 93                                  | 5,360                    | 26,262               | 77.2%              | 71.8                      | 4.9                           |
| Orthopedic                            | H                 | 31                                  | 1,894                    | 8,788                | 77.5%              | 24.0                      | 4.6                           |
| Rehabilitation & Physical Medicine    | N                 | 0                                   | 0                        | 0                    | 0.0%               | 0.0                       | 0.0                           |
| Hospice                               | S                 | 0                                   | 0                        | 0                    | 0.0%               | 0.0                       | 0.0                           |
| Palliative Care                       | N                 | 0                                   | 0                        | 0                    | 0.0%               | 0.0                       | 0.0                           |
| Acute Long-Term Care                  | N                 | 0                                   | 0                        | 0                    | 0.0%               | 0.0                       | 0.0                           |
| Other Acute                           | H                 | 0                                   | 0                        | 0                    | 0.0%               | 0.0                       | 0.0                           |
| <b>Pediatric, acute</b>               | N                 | 0                                   | 0                        | 0                    | 0.0%               | 0.0                       | 0.0                           |
| <b>Geriatric, acute</b>               | N                 | 0                                   | 0                        | 0                    | 0.0%               | 0.0                       | 0.0                           |
| <b>Obstetrics</b>                     | H                 | 32                                  | 3,074                    | 6,524                | 55.7%              | 17.8                      | 2.1                           |
| <b>Psychiatric</b>                    | H                 | 11                                  | 396                      | 1,860                | 46.2%              | 5.1                       | 4.7                           |
| <b>Alcoholism/chemical dependency</b> | N                 | 0                                   | 0                        | 0                    | 0.0%               | 0.0                       | 0.0                           |
| <b>Intensive Care</b>                 |                   |                                     |                          |                      |                    |                           |                               |
| ICU/CCU                               | N                 | 0                                   | 0                        | 0                    | 0.0%               | 0.0                       | 0.0                           |
| Cardiac Intensive Unit                | N                 | 0                                   | 0                        | 0                    | 0.0%               | 0.0                       | 0.0                           |
| Pediatric Intensive Care              | N                 | 0                                   | 0                        | 0                    | 0.0%               | 0.0                       | 0.0                           |
| Burn Care                             | N                 | 0                                   | 0                        | 0                    | 0.0%               | 0.0                       | 0.0                           |
| Mixed Intensive Care                  | H                 | 24                                  | 455                      | 2,054                | 23.4%              | 5.6                       | 4.5                           |
| Step-Down (Special Care)              | H                 | 0                                   | 0                        | 0                    | 0.0%               | 0.0                       | 0.0                           |
| Neonatal Intensive/Intermediate Care  | H                 | 19                                  | 181                      | 3,152                | 45.3%              | 8.6                       | 17.4                          |
| <b>Care</b>                           |                   |                                     |                          |                      |                    |                           |                               |
| Other Intensive Care                  | N                 | 0                                   | 0                        | 0                    | 0.0%               | 0.0                       | 0.0                           |
| <b>Subacute care</b>                  | N                 | 0                                   | 0                        | 0                    | 0.0%               | 0.0                       | 0.0                           |
| <b>Other inpatient</b>                | H                 | 55                                  | 2,991                    | 13,831               | 68.7%              | 37.8                      | 4.6                           |

Note: data should be used only in rows; do not summarize columns.

\*\* Transfers, which may be estimated, refer only to those between units.

\* H = Service is provided in or by the Hospital, S = Service is provided by the System

C = Contracted, N = Service Not Provided

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| Occupation                                  | Number<br>Full-Time | Number<br>Part-Time | Number<br>FTE | Occupation                            | Number<br>Full-Time | Number<br>Part-Time | Number<br>FTE  |
|---------------------------------------------|---------------------|---------------------|---------------|---------------------------------------|---------------------|---------------------|----------------|
| Administrators                              | 0                   | 0                   | 0.0           | Radiological Services Personnel       | 36                  | 23                  | 43.4           |
| Dentists                                    | 0                   | 0                   | 0.0           | Sonographers                          | 9                   | 8                   | 12.1           |
| Medical & Dental Residents                  | 0                   | 0                   | 0.0           | Physician Assistants                  | 0                   | 0                   | 0.0            |
| Dental Hygienists                           | 0                   | 0                   | 0.0           | Surgical Technicians                  | 9                   | 4                   | 10.7           |
| Registered Nurses                           | 332                 | 242                 | 434.7         | Respiratory Therapists                | 14                  | 13                  | 17.6           |
| Certified Nurse Midwives                    | 0                   | 0                   | 0.0           | Occupational Therapists               | 10                  | 12                  | 15.7           |
| Licensed Practical Nurses                   | 0                   | 0                   | 0.0           | Occupational Therapy Assistants/Aides | 0                   | 1                   | 0.6            |
| Ancillary Nursing Personnel                 | 50                  | 173                 | 109.0         | Physical Therapists                   | 16                  | 9                   | 20.9           |
| Medical Assistants                          | 5                   | 1                   | 5.7           | Physical Therapy Assistants/Aides     | 2                   | 0                   | 2.0            |
| Nurse Practitioners                         | 0                   | 0                   | 0.0           | Recreational Therapists               | 0                   | 0                   | 0.0            |
| Certified Registered Nurse Anesthetists     | 0                   | 0                   | 0.0           | Dietitians & Nutritionists            | 4                   | 5                   | 6.7            |
| Clinical Nurse Specialists                  | 0                   | 1                   | 0.0           | Psychologists                         | 0                   | 0                   | 0.0            |
| Health Info Mgmt-Administrators/Technicians | 1                   | 0                   | 1.0           | Social Workers                        | 0                   | 0                   | 0.0            |
| Pharmacists                                 | 23                  | 15                  | 30.1          | Psychiatric Technicians               | 0                   | 0                   | 0.0            |
| Medical & Clinical LaboratoryTechnicians    | 14                  | 5                   | 16.7          | Pharmacy Technicians                  | 0                   | 0                   | 0.0            |
| Surgical Personnel                          | 20                  | 5                   | 22.6          | Medical Coding Technicians            | 0                   | 0                   | 0.0            |
| Directors/Managers                          | 42                  | 1                   | 42.5          | All Other Contracted Staff            | 0                   | 0                   | 0.0            |
| Food Service Workers                        | 23                  | 25                  | 32.1          | All Other Health Professionals        | 158                 | 114                 | 201.6          |
| Environmental Services Workers              | 12                  | 1                   | 12.8          | All Other Personnel                   | 156                 | 118                 | 200.1          |
| Medical & Clinical LaboratoryTechnologists  | 17                  | 21                  | 23.5          |                                       |                     |                     |                |
| All Other Radiologic Personnel              | 5                   | 1                   | 5.0           |                                       |                     |                     |                |
|                                             |                     |                     |               | <b>Total</b>                          | <b>958</b>          | <b>798</b>          | <b>1,267.3</b> |
| Total Active Privileged Medical Staff: 397  |                     |                     |               |                                       |                     |                     |                |

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|                                                   |                 |       |                   |       |               |             |              |            |                  |         |       |
|---------------------------------------------------|-----------------|-------|-------------------|-------|---------------|-------------|--------------|------------|------------------|---------|-------|
| Waukesha, WI 53188                                |                 |       | All GMS Hospitals |       | Analysis Area |             | Volume Group |            | FY 2024 vs. 2023 |         |       |
| Selected Financial Statistics                     |                 |       | FY 2024           | Value | Ratio         | 2A<br>Value | Ratio        | 7<br>Value | Ratio            | FY 2023 | Ratio |
| Gross Revenue as % of Total Gross Patient Revenue |                 |       |                   |       |               |             |              |            |                  |         |       |
| Medicare                                          | \$1,189,104,271 | 56.5% | 49.1%             | 1.15  | 53.9%         | 1.05        | 49.6%        | 1.14       | 55.6%            | 1.02    |       |
| Medical Assistance                                | \$142,623,146   | 6.8%  | 13.0%             | 0.52  | 10.1%         | 0.67        | 11.8%        | 0.58       | 8.0%             | 0.84    |       |
| Commercial                                        | \$756,353,271   | 35.9% | 32.2%             | 1.12  | 33.1%         | 1.08        | 32.4%        | 1.11       | 35.7%            | 1.01    |       |
| All Other                                         | \$17,069,227    | 0.8%  | 5.7%              | 0.14  | 2.9%          | 0.28        | 6.2%         | 0.13       | 0.7%             | 1.15    |       |
| Deductions as % of Total Gross Patient Revenue    |                 |       |                   |       |               |             |              |            |                  |         |       |
| Medicare                                          | \$1,005,889,988 | 47.8% | 38.3%             | 1.25  | 44.4%         | 1.08        | 39.3%        | 1.22       | 47.2%            | 1.01    |       |
| Medical Assistance                                | \$121,338,690   | 5.8%  | 10.2%             | 0.56  | 8.3%          | 0.69        | 9.5%         | 0.61       | 6.8%             | 0.85    |       |
| Commercial                                        | \$436,044,182   | 20.7% | 15.3%             | 1.35  | 16.7%         | 1.24        | 16.1%        | 1.29       | 18.3%            | 1.13    |       |
| Charity Care                                      | \$2,386,608     | 0.1%  | 0.9%              | 0.13  | 0.8%          | 0.14        | 0.9%         | 0.13       | 0.8%             | 0.14    |       |
| Bad Debt                                          | \$18,318,687    | 0.9%  | 1.0%              | 0.84  | 1.1%          | 0.80        | 0.9%         | 0.92       | 0.8%             | 1.14    |       |
| All Other                                         | \$1,009,059     | 0.0%  | 3.3%              | 0.01  | 1.7%          | 0.03        | 3.6%         | 0.01       | 0.0%             | 1.41    |       |
| Total Deductions                                  | \$1,584,987,214 | 75.3% | 68.9%             | 1.09  | 73.0%         | 1.03        | 70.3%        | 1.07       | 73.8%            | 1.02    |       |
| Other Revenue & Net Gains or Losses               |                 |       |                   |       |               |             |              |            |                  |         |       |
| Other Revenue as % of Total Revenue               |                 | 5.3%  | 7.1%              | 0.75  | 3.9%          | 1.35        | 8.1%         | 0.66       | 4.7%             | 1.13    |       |
| Net Gains/Losses as % of Net Income               |                 | 0.9%  | 19.9%             | 0.05  | N/A           | N/A         | 22.4%        | 0.04       | 36.7%            | 0.03    |       |
| Expenses as % of Total Expenses                   |                 |       |                   |       |               |             |              |            |                  |         |       |
| Salary/Fringe Benefits                            | \$171,439,863   | 34.7% | 41.8%             | 0.83  | 40.1%         | 0.87        | 40.0%        | 0.87       | 34.7%            | 1.00    |       |
| Supplies & Services                               | \$277,191,832   | 56.1% | 52.7%             | 1.06  | 52.4%         | 1.07        | 55.1%        | 1.02       | 55.9%            | 1.00    |       |
| Capital Component                                 | \$45,569,721    | 9.2%  | 5.5%              | 1.69  | 7.6%          | 1.22        | 4.9%         | 1.90       | 9.4%             | 0.98    |       |
| Fiscal Statistics                                 |                 |       |                   |       |               |             |              |            |                  |         |       |
| Operating Margin (%)                              |                 | 10.0% | 7.9%              | 1.27  | 11.7%         | 0.86        | 7.5%         | 1.33       | 0.2%             | 55.62   |       |
| Total Hospital Net Income (%)                     |                 | 10.1% | 9.7%              | 1.05  | 11.0%         | 0.92        | 9.5%         | 1.07       | 0.3%             | 35.56   |       |
| Return on Equity (%)                              |                 | 19.0% | 8.4%              | 2.26  | 7.8%          | 2.45        | 9.7%         | 1.95       | 0.2%             | 83.21   |       |
| Current Ratio                                     |                 | 2.4   | 5.5               | 0.44  | 13.2          | 0.18        | 7.4          | 0.33       | 2.0              | 1.19    |       |
| Days in Net Patient Accounts Receivable           |                 | 56.2  | 78.5              | 0.72  | 54.2          | 1.04        | 57.7         | 0.97       | 59.7             | 0.94    |       |
| Equity Financing (%)                              |                 | 47.7% | 59.9%             | 0.80  | 87.0%         | 0.55        | 72.1%        | 0.66       | 44.8%            | 1.06    |       |
| Long-Term Debt to Equity Ratio                    |                 | 0.8   | 0.5               | 1.72  | 0.1           | 16.69       | 0.3          | 3.33       | 1.0              | 0.88    |       |
| Times Interest Earned                             |                 | 11.6  | 16.8              | 0.69  | 12.6          | 0.92        | 19.3         | 0.60       | 1.3              | 9.12    |       |
| Total Asset Turnover                              |                 | 0.9   | 0.5               | 1.89  | 0.6           | 1.45        | 0.7          | 1.26       | 0.8              | 1.11    |       |
| Average Age of Plant (Years)                      |                 | 16.0  | 20.1              | 0.80  | 12.7          | 1.26        | 14.7         | 1.09       | 14.8             | 1.08    |       |
| Increase (Decrease) Total Net Patient Revenue     |                 | 9.7%  | 7.2%              | 1.34  | 8.1%          | 1.19        | 8.4%         | 1.15       | -10.2%           | N/A     |       |
| Outpatient Gross Revenue (% of Total GPR)         |                 | 61.0% | 67.5%             | 0.90  | 68.5%         | 0.89        | 62.1%        | 0.98       | 62.3%            | 0.98    |       |

| Income Statement            |                 |  | Assets                            |               | Liabilities & Fund Balances      |                  |
|-----------------------------|-----------------|--|-----------------------------------|---------------|----------------------------------|------------------|
| Gross Patient Revenue (GPR) | \$2,105,149,915 |  | Cash & Cash Equivalents           | \$32,955,421  | Current Liabilities              | \$60,147,317     |
| Less Deductions             | \$1,584,987,214 |  | Net Patient Receivables           | \$79,845,770  | Long-Term Debt                   | \$246,440,732    |
| Net Patient Revenue         | \$520,162,701   |  | Other Receivables                 | \$560,388     | Other Liabilities                | \$15,634,285     |
| Plus Other Revenue          | \$29,140,014    |  |                                   |               | Subtotal                         | \$322,222,334    |
| Total Revenue               | \$549,302,715   |  | Land, Buildings & Equipment (Net) | \$451,918,981 |                                  |                  |
| Less Expenses               | \$494,201,416   |  | Other Assets                      | \$50,669,913  | Unrestricted Fund Balance        | \$292,255,177.00 |
| Non-Operating Gains/Losses  | \$519,355       |  |                                   |               | Restricted Fund Balance          | \$1,472,962      |
| Net Income                  | \$55,620,654    |  | Total Assets                      | \$615,950,473 | Total Liabilities & Fund Balance | \$615,950,473    |